



## MESSAGE FROM THE CALTRANS DIRECTOR

The size and complexity of Caltrans can make it difficult to communicate to all the transportation stakeholders what we're doing, and how well we are doing it. Those of us who have spent our careers working on improving transportation are used to technical jargon and acronyms. Additionally, we tend to allow information of relevance to our primary audience to get buried in a ton of data delivered in a cumbersome format.

For all of our transportation stakeholders, this has not conveyed information effectively, nor has it raised confidence that their state transportation department is investing wisely and efficiently. This lack of effective communication is a lost opportunity to inform them on issues that affect them and on how their tax dollars are being used. As a government department that touches the lives of nearly everyone in the state every day, it is incumbent on us to provide factual information in a narrative that is easily understandable. This narrative needs to include the timely reporting on relevant performance measures that are meaningful to the users of the system.

I hope you will find this report an antidote to that problem. In it, we try to explain in everyday language what it takes to operate and maintain the multifaceted transportation system of the world's eighth-largest economy.

I also want to shine a light on the way we make decisions. What measurements do we rely on to determine when a particular project is needed? How do we know if we're doing a good job? Read on, I think you'll find a lot of answers.

As you might imagine, we gather a lot of information about the transportation system entrusted to us. Every time a conductor scans your ticket on a state-operated Amtrak line, we learn more about the number of people who find rail travel convenient and when they are most likely to use it. When you pass over a highway sensor we learn more about the experience people are having during their commutes, and how long it takes to get goods from our ports to the shelves of our markets.

We naturally have goals for the condition and operation of the California transportation system. Some of them we set for ourselves, and others are enacted by law or by an order from the governor.

In this report, we lay out those goals and we tell you whether we've met them. I doubt you'll be surprised that we don't always meet our goals. If we did, frankly, it would mean we had set them too low.

If you have thoughts and suggestions about this report, or about your experience travelling the Golden State, I'd like to hear from you.

A handwritten signature in black ink, reading "Malcolm Dougherty".

Malcolm Dougherty  
Director of Caltrans